The Benter Foundation presents

VELOCITY
ACCELERATING FUNDRAISING FOR YOUR NONPROFIT

a program of Achieve

2016
Immersive Learning Experience
Impact Analysis and Report Brief

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Program Overview

Velocity Pittsburgh is an education and training program created to strengthen fundraising strategy and execution by nonprofits in the Pittsburgh region. Velocity Pittsburgh features public training sessions for a wide range of nonprofit organizations and a more intensive experience for a dedicated cohort.

Through the Velocity cohort, six Pittsburgh-area organizations experienced an intensive learning program and one-on-one consulting focused on successful fundraising concepts, then applied those concepts to a multi-channel year-end campaign. Copywriting and creative design was provided by Achieve, a nationally recognized research and marketing agency for causes.

Any investment in new and revamped annual campaigns and individual cultivation tools can take three years to be fully realized, and that first-year results – whether higher or lower than expectations – are not the best gauge of success.

The Velocity Pittsburgh cohort program features three major components: Learning, Campaign Development and Mentoring.

**LEARNING**

Through an intensive learning program for seven months, participants obtain the research, understanding and skills necessary to build effective campaigns that elicit a positive response. Each session includes case studies, peer learning and immersive challenges.

**CAMPAIGN DEVELOPMENT**

Achieve creates the collateral for an end-of-year fundraising campaign for each grantee that incorporates the teachings and ideas from every session. The Achieve team provides creative, copywriting and campaign management services to the selected grantees.

**MENTORING**

Throughout the experience, the Achieve staff works side by side with each grantee. This mentoring enhances campaign design, development and overall fundraising advisory services.

The 2016 Velocity Pittsburgh program offerings included:

1. A five-part public series open to all organizations included sessions on the following topics:
   - Donor and Constituent Behavior
   - Messaging
   - Digital Fundraising and Marketing
   - Design
   - Multi-channel Campaigns

2. A cohort program for a handful of selected organizations to provide small group collaboration, 1:1 coaching and a multi-channel year-end campaign. The 2016 cohort consisted of the following organizations:
   - GTECH Strategies
   - Heinz History Center
   - Pittsburgh Glass Center
   - The Open Door Inc.
   - Ursuline Support Services
   - World Affairs Council of Pittsburgh

**2015 VELOCITY PITTSBURGH ALUMNI**

To help the 2015 Velocity Pittsburgh cohort organizations apply the concepts they learned and achieve fundraising success, Achieve hosted five 1.5-hour sessions for the five alumni organizations. These sessions took place in 2016, but this report will focus mainly on data regarding the year-end campaigns for the 2016 cohort.

The following analysis and report brief details the results and effectiveness of the year-end campaigns for each organization in the 2016 cohort only; the 2016 alumni cohort did not engage in a campaign through Velocity Pittsburgh this year.
Overall Findings & Key Takeaways

In 2016, the six cohort organizations performed better than the national average in nearly every capacity. Overall, from 2015 to 2016, each organization saw an increase in average email response rates and revenue from emails. During this foundational year, the organizations collectively realized an increase in funds raised and average gift amount, and a slight decrease in online giving, total gifts and first-time donors.

- Collectively, the cohort organizations raised $14,624 more in 2016 than in 2015 ($85,605 in 2016 vs. $70,981 in 2015).
- Overall, average gift increased by $46.
- Collectively, the average email response rate was 0.7% higher than the national average.
- Individually, the average email response rate for five out of six cohort organizations performed better than the national average.
- Overall, the average online gift was $94.40 higher than the national average.
- Individually, each cohort organization had a higher online gift average than the national average.
- In total, the average email revenue per 1,000 emails delivered was $8,907.31 more than the national average.
- Individually, each organization had a higher rate of average email revenue per 1,000 emails delivered than the national average.
- Overall, the cohort had 15 fewer first-time donors in 2016 than in 2015.
- Total gifts decreased from 372 to 361.
- Email solicitations generated $1,243 less in 2016 than in 2015.

FACTORS IMPACTING CAMPAIGN SUCCESS: INDIVIDUALIZED CONSULTING

Specific results from the 2016 year-end campaigns varied among the organizations. These mixed results can be attributed to many factors which impact the success of any nonprofit’s campaign efforts. Factors include the following:

1. Membership-driven Organizations
   Heinz History Center, Pittsburgh Glass Center and World Affairs Council of Pittsburgh all have membership revenue models distinct from philanthropic giving. Achieve provided individual and collective consultation on membership-to-philanthropy migration, with recommendations on clarifying the purpose and impact of gifts tailored to each organization. Full implementation of the recommendations in advance of the end-of-year campaign was hampered by membership cycles, organizational leadership priorities and time needed to restructure a membership program. Organizations have indicated the desire to implement more of the recommendations in future campaign cycles.

2. Staff Turnover
   Three of the six organizations in the 2016 cohort experienced significant turnover in staff participating in the Velocity Pittsburgh program. This turnover limited the implementation of strategies and delayed timelines needed for fully optimized year-end campaigns. In the end, replacement staff made every effort to fulfill the obligations needed to execute the campaign, but in many cases, recommendations and protocol were not carried out to their fullest extent.

3. List Integrity
   Individual consultation included a review of list-cleaning history, strategies, tools and resources. In partnership with each organization, Achieve explored ways to expand constituent lists (email, direct mail, phone) and opportunities to utilize their lists for donor cultivation before and after the campaign. Each organization was unique in terms of size and diversity of their list, recent efforts to scrub their lists, and donor cultivation communication that occurs between and beyond fundraising asks. It should be noted that these approaches will take years to realize results.
4. Churn and Acquisition
With each organization, Achieve discussed data related to list churn and acquisition, compared churn to national averages and examined opportunities for acquisition. A few of the organizations had access to email addresses they were not currently using for solicitations, and we encouraged them to fully leverage their assets. None of this year’s cohort organizations opted to purchase lists. A few of the organizations (such as The Open Door and GTECH Strategies) are in the early stages of list development, which limits the volume of their outreach. For these organizations, we targeted specific opportunities and strategies to expand their acquisition efforts over the next 12 months.

5. Culture of Individual Giving
Three of the six organizations indicated a challenge with adopting a culture of giving, first with member/donors and then with the history of a funder/founder connection. Achieve created a member/donor resource tool for the membership organizations that provided an environmental scan of organizations facing this challenge and solutions other organizations have created. For the funder/founder challenge, typical of organizations transitioning from a small startup nonprofit to an institutionalized organization seeking to sustain and expand their impact, Achieve offered suggestions and opportunities in a consultation call with senior members of the organization.

6. Stewardship
Achieve provided individual consultations for each organization in donor stewardship. Current efforts and challenges were reviewed and suggestions offered for creating an annual plan on donor stewardship segmented by donor type and level and tailored to the human resources available for each organization. Suggestions were well received, and several approaches appeared to be in the process of implementation. These efforts will produce results long-term vs. short-term, and the impact of these efforts on the 2016 year-end campaign was not anticipated. In three organizations, staff turnover created a barrier to implementation of stewardship efforts.

2016 marked the first time these six cohort organizations executed this new approach to fundraising. This year-end campaign is the first crucial move into a new format of asking for support, one that will take up to three years to show fully realized results. As was discussed with each of the cohort organizations, if they continue to build on the foundations put in place by Achieve in 2016, they should expect to see growth in funds raised over the next few years.
Year-End Campaign Overview

The Achieve team provided each organization in the cohort with a custom multi-channel year-end campaign: Achieve developed the direction, copy and design of a complete direct mail package, a sequence of three follow-up email solicitations and two website graphics. Each component was created within the overall theme of the organization’s year-end fundraising strategy, developed in partnership with the organization.

For the year-end campaigns, each organization within the cohort received the following:

- Training Sessions
- 1:1 Consulting
- Designed Direct Mail Package
  - 1 Letter Including Variable Data
  - 1 Response Envelope
  - 1 Outer Envelope
  - Copy and Graphics Services
- Designed Email Solicitations
  - 3 Emails
  - Copy and Graphics Services
- Designed Website Graphics
  - 1 Homepage Campaign
  - 1 Donation Page Graphic
  - Copy and Graphics Services
- Mailing and Email Lists Consulting
- Printer and Mail House Consulting

Prior to the development of these year-end campaigns, the Achieve team was introduced into each organization’s year-end campaign process, starting with a survey and analysis of fundraising and marketing effectiveness. The Achieve team examined mission, vision, website, fundraising history, marketing and fundraising collateral and other documents to prepare for the first communication between the Achieve team and the organization: an in-depth project kick-off conference call.

Each kick-off call included members of the Achieve team as well as the organization’s marketing and development teams in a creative brainstorm to determine the theme and/or angle of each organization’s campaign. The Achieve team challenged each organization to think like a donor, brainstorming questions such as, What makes your organization unique compared to other similar organizations in the Pittsburgh area? Why should a donor give to your organization right now? How does your organization help the community like no others do?

Following this kick-off call, Achieve’s copywriter interviewed one to three beneficiaries who received services to determine which theme would best communicate to donors the important work the organization was doing in real people’s lives. Next, copy was written for the pieces listed above (direct mail package, email series and website graphics), and Achieve worked with the main contact at each organization to obtain final approval.

The written copy then went to the Achieve designer, who created graphics for each piece in accordance with Achieve’s proven best practices that would catch the donor’s eye. The designer worked with the organization to obtain final approval.

Once the printed and digital materials were created and approved, the Achieve project manager assisted the organization with exporting its database lists for the mailing and consulted on uses of variable data. The project manager also worked as the organization’s liaison to print and mail houses as requested to ensure correct and timely printing and mailing.

In some instances, the Achieve team also assisted in building the email solicitations within the organization’s email client in preparation for the email series schedule.

Finally, the Achieve team conducted post-campaign and participation assessment surveys as well as wrap-up phone calls with each organization’s marketing and development teams to evaluate the results and effectiveness of each campaign.
GTECH STRATEGIES

GTECH reclaims and revitalizes vacant/abandoned neighborhood spaces for the health of communities. GTECH’s Green Playces program works to create outdoor green spaces for youth by partnering with youth service providers in areas with high vacancy (including vacant lots). They work to determine the needs and wants of the surrounding community, partnering with youth and adult residents to design the new outdoor space, and building out these spaces with significant volunteer and community involvement. In Allentown, a neighborhood in the hilltops of Pittsburgh, GTECH worked with the Allentown Learning and Engagement Center, which offers a variety of afterschool and summer programming for kids in the neighborhood.

THEME/ANGLE: When a community comes together, incredible things can happen.

The campaign materials follow the story of Keshia Hatten, a parent and GTECH volunteer who helped transform a neglected space in her neighborhood into a play area for young ones in the neighborhood, and its impact on children like her 9-year-old son Kejuan.

The abandoned alleyway had been used for parking and, more recently, a place to grow a few plants. With GTECH as a catalyst for change, the community revamped the alley and turned it into an oasis of education and safe play. The direct mail letter and email series are from Keshia’s perspective and tell the story of how the community joined forces to transform a potentially dangerous part of town into a place where children can play and learn.

This theme (including both the text and design) is seen in all of GTECH’s year-end materials, including the direct mail package, email series and web graphics.

QUANTITATIVE COMPARISON

The total funds raised this year for GTECH Strategies ($6,812) is significantly lower than the amount raised in 2015 ($15,678); however, GTECH staff indicated at the start of the program that individual giving was largely tied to the founder and CEO, who announced this year he would be leaving the organization at the beginning of 2016. Many of GTECH’s donors were personal connections of his. GTECH also experienced staff turnover, especially in the development area, during the year.

GTECH received only 28 individual gifts in 2016 and 47 in 2015.

GTECH’s total average email response rate was higher in 2016 than the national average (0.12% vs. 0.04% nationally). Average email revenue per 1,000 emails delivered was also much higher than the national average ($191.97 vs. $44 nationally), and average online gifts was more than double the national average ($162.50 vs. $68).

QUALITATIVE FEEDBACK HIGHLIGHTS

GTECH’s team made significant changes to Achieve’s proposed copy for both the direct mail and emails, softening the ask language and the importance of the role GTECH played in creating positive change in beneficiaries’ lives. Based on our analysis of other campaigns, direct mail and emails performed better when a more direct ask language is used.

RECOMMENDATIONS FOR GTECH STRATEGIES

GTECH’s total average email response rate, revenue per 1,000 emails delivered and average online gift amount were all much higher than the national average. However, with the underperformance of emails, Achieve suggests approaching the email differently in 2017 – returning to the angle or story originally recommended for the series. When it’s easy for the reader to see that the work GTECH is doing directly results in positive change for Pittsburgh, they are more likely to give.

With GTECH’s overall satisfaction with their 2016 year-end appeal, the Achieve team would recommend replicating the strategy of a personal-impact story in 2017 and beyond, but using more direct/assertive ask language in all emails. By doing so, they can build on these foundational successes and expect to see growth in funds raised over the next few years.
HEINZ HISTORY CENTER

Devoted to the history and heritage of Western Pennsylvania, the Heinz History Center is the state’s largest history museum and a proud affiliate of the Smithsonian Institution. The 370,000-square-foot museum presents compelling stories from American history with a Western Pennsylvania connection in an interactive environment perfect for visitors of all ages.

THEME/ANGLE: Discovering what we have in common makes family relationships stronger.

The campaign materials for the History Center focus on Frank and Eileen Chiprich’s visit to the museum with their young granddaughter. The direct mail letter and emails are from CEO Andrew E. Masich, highlighting the kinds of connections between generations that happen every day at the museum – like the one made when all three Chipriches bonded over the exhibit on Mister Rogers’ Neighborhood. The campaign materials ask donors to support the museum so it can continue to create opportunities for these identity-affirming connections.

This theme (including both the text and design) is carried through all of Heinz’s end-of-year materials, including the direct mail package, email series and web graphics.

QUANTITATIVE COMPARISON

Heinz History Center raised a total of $16,603 in 2016, a similar amount to funds raised in 2015 ($16,986). While the direct mail letter, sent to segmented audiences, raised more money than the email series ($10,528 total from direct mail), Heinz saw a significant increase in online giving in 2016 ($3,985) compared to 2015 ($1,398).

Heinz’s total average email response rate in 2016 was slightly lower than the national average (0.03% vs. 0.04% nationally). Despite this, average email revenue per 1,000 emails delivered was higher than the national average ($57.37 vs. $44 nationally), and the average online gift amount was higher than the national average ($113.22 vs. $68).

QUALITATIVE FEEDBACK HIGHLIGHTS

Heinz History Center is a membership-driven organization, which can be a hurdle for some organizations that must ask for a year-end donation on top of a membership fee. Heinz implemented a tactic to combat this: segment lists for direct mailings between members and non-members. Despite experiencing significant staff turnover in development leadership staff during the year-end campaign, Heinz saw similar fundraising total to 2015, and significant growth in online giving.

RECOMMENDATIONS FOR HEINZ HISTORY CENTER

Achieve recommends sending the direct mail letter from a beneficiary of the Heinz History Center, if possible, instead of the CEO. We have found in our work with other nonprofits that direct mail letters are more successful when the story is told from this perspective. Achieve also recommends strengthening the direct ask language in future mailings to further increase online gifts. With this more personal and assertive approach, the History Center is much more likely to reach higher fundraising goals within three years.
PITTSBURGH GLASS CENTER

Pittsburgh Glass Center is a nonprofit public-access education center, gallery and state-of-the-art glass studio dedicated to teaching, creating and promoting glass art. World-renowned artists come to the Center to make studio glass art, and people of all ages come to take a class, explore the contemporary gallery and watch live hot glass demonstrations. Pittsburgh Glass Center is the largest arts organization on Penn Avenue in Pittsburgh’s East End and is a cornerstone of the Penn Avenue Arts Initiative’s redevelopment of an underutilized part of the city.

THEME/ANGLE: It’s important for a young person to find their life’s passion.

The campaign materials for the Pittsburgh Glass Center follow Emma Huckestein, who fell in love with glassblowing as a 5-year-old, became a student of the center and eventually a teacher. As she heads off to college to study glassblowing, Emma encourages donors to help “light the flame of passion” for young artists just like her.

The direct mail letter and email series are written from Emma’s perspective, urging readers to support Pittsburgh Glass center to get young people excited about art and help them find the passions that may stay with them their entire lives. Thanks to a generous donor, the Center could offer a donation match that doubled every gift.

This theme (including both the text and design) is seen in all of Pittsburgh Glass Center’s year-end materials, including the direct mail package, email series and web graphics.

QUANTITATIVE COMPARISON

Pittsburgh Glass Center raised more than any other member of the 2016 Velocity Pittsburgh cohort, with a total of $19,400, an increase of more than $10,000 compared to 2015 ($19,400 vs. $8,370 in 2015). In 2016, the direct mail piece performed significantly better than the email series with a 4.6% response rate vs. a 0.07% email response rate. Total number of individual gifts almost doubled in 2016 (96 vs. 49 in 2015).

PGC’s total average email response rate was higher in 2016 than the national average (0.07% vs. 0.04% nationally). Average email revenue per 1,000 emails delivered was also higher than the national average ($50.16 vs. $44 nationally), and average online gifts was more than double the national average ($170.14 vs. $68).

QUALITATIVE FEEDBACK HIGHLIGHTS

PGC had three employees engaged in the year-end campaign process and, with the turnover and immediate replacement of one, the process was not interrupted. PGC’s founder passed away at the end of 2016, which could have contributed to the year-end campaign’s success, though the PGC team was diligent about separating any donations made in memoriam from year-end campaign stats.

PGC’s story was written from the perspective of a young person whose life was changed by the organization; Achieve consistently finds this technique to be successful. Because PGC provided high-quality, engaging photos of the protagonist of the campaign copy, the Achieve design team tested a new template that was more image-focused for the direct mail letter. PGC also secured a match for this campaign.

RECOMMENDATIONS FOR PITTSBURGH GLASS CENTER

Achieve recommends producing a similar year-end campaign package in 2017 and beyond. Based on this success, if PGC follows this recommendation, the Center has a strong fundraising future ahead and one of the brightest three-year outlooks of the cohort.
THE OPEN DOOR INC.
The Open Door Inc. is a grassroots nonprofit that offers affordable, safe and supportive housing for individuals living with HIV and ineligible for more traditional housing programs. The Open Door welcomes high-risk individuals, including those with substance use, mental health diagnoses and criminal histories. They also provide representative payee services to individuals who experience housing instability but may not need the additional support of its residential program.

THEME/ANGLE: When given the opportunity, people can take control of their lives.
Campaign materials for The Open Door Inc. follows the journey of Michael, who found himself homeless, HIV positive and in desperate need of help. He found The Open Door and was welcomed without judgment. Stable housing was the first step in restoring Michael’s health; once he got his own apartment, he could complete treatment for hepatitis C and learn how to manage his health and finances.
The direct mail letter and email series is from Executive Director Christina Farmartino. The campaign urges donors to help people with nowhere else to turn and says by helping those most in need, donors can make Pittsburgh a stronger city. This theme (including both the text and design) is reflected in all The Open Door’s year-end materials, including the direct mail package, email series and web graphics.

QUANTITATIVE COMPARISON
The Open Door raised significantly more in 2016 than in 2015 ($13,535 vs. $6,400 in 2015). The Open Door’s direct mail response rate (8.4%) was highest of all in the cohort.
The Open Door’s total average email response rate was higher in 2016 than the national average (3.8% vs. 0.04% nationally). Average email revenue per 1,000 emails delivered was extraordinarily high compared to the national average ($7,918.66 vs. $44 nationally), and average online gift amount was almost three times the national average ($203.71 vs. $68).

QUALITATIVE FEEDBACK HIGHLIGHTS
Despite staff turnover, The Open Door did an excellent job following the year-end campaign process. The design of the direct mail letter was clean and traditional, and Michael’s story was emotional, direct, and easily conveyed how the donor could help turn someone’s life around and thereby strengthen Pittsburgh-area communities. The use of the executive voice in this letter reflects the sensitive nature of the story to be told and preserves authenticity in the message.

RECOMMENDATIONS FOR THE OPEN DOOR
This campaign proved successful for The Open Door. By creating a similar year-end campaign package in 2017 and beyond, The Open Door has a strong three-year fundraising outlook.
URSULINE SUPPORT SERVICES

Ursuline Support Services is a nonprofit organization that supports those who are vulnerable and in need of community support through life’s many transitions. Whether a person is suffering from abuse, neglect or financial and emotional distress, Ursuline provides critically needed adult and senior services and one-on-one support. Employees are dedicated to the safety, well-being and comfort of participants, inspiring hope through protection, education and advocacy.

THEME/ANGLE: Visual impairment doesn’t have to stop someone from living a fulfilling life.

The campaign for Ursuline Support Services tells the story of Helen Gratton, a woman with visual impairment who engaged Ursuline’s services for both her mother and later for herself, along with Toni Molisee, the Ursuline volunteer that helps Helen write checks and manage her finances.

The direct mail and email series is from Toni’s perspective, relating her firsthand knowledge of how and why Pittsburgh’s most vulnerable neighbors need Ursuline’s services to help them lead independent lives.

This theme (including both the text and design) can be seen in all the Ursuline Support Services’ year-end materials, including the direct mail package, email series and web graphics.

QUANTITATIVE COMPARISON

Ursuline Support Services raised nearly the same amount in 2016 ($15,035) as in 2015 ($16,720) but had fewer new donors overall (3) vs. existing donors (28) in 2016. The total raised from direct mail was much higher ($12,135) than from all three emails ($2,900).

The response rate for direct mail letters was 1.68%, while the average email response rate (0.39%) came in at almost 10 times the national average (0.04%). Average email revenue per 1,000 emails delivered was very high at almost 13 times the national average ($586.45 vs. $44 nationally), and average online gift was more than double the national average ($197.82 vs. $68).

QUALITATIVE FEEDBACK HIGHLIGHTS

During the direct mail portion of the campaign a mistake in editing the excel spreadsheet resulted in a significant issue with the direct mailing list, with nearly all direct mail recipients receiving a letter addressed to the wrong person. Achieve recommended that Ursuline staff resend corrected direct mail letters with hand-written salutations. The organization did act on the recommendation and resent a letter explaining the error to their regular donors. This informed the donors that Ursaline was aware of the mailing error and gave them an additional opportunity to support the campaign.

RECOMMENDATIONS FOR URSULINE

Ursuline achieved an above-average response in giving levels from the 2016 campaign approach. Achieve recommends keeping a similar year-end campaign package in 2017 and beyond. By doing so and ensuring no recurrence of the mailing list error, Ursuline should realize outstanding fundraising results after three years of building on this foundation.
WORLD AFFAIRS COUNCIL

The World Affairs Council of Pittsburgh is an independent, non-partisan, nonprofit organization dedicated to promoting a deeper understanding of key contemporary international issues throughout Western Pennsylvania. Established in 1931, the Council is committed to informing opinion leaders and decision-makers about developments around the world as they unfold – and to educating them about the relevance of such developments to the region. The Council also has a special focus on secondary schools throughout the region, and works to give students and teachers a more nuanced understanding of the global issues of our time.

THEME/ANGLE: When youth broaden their horizons, they become informed, empathetic global citizens.

The campaign materials for World Affairs Council share how the Council helped broaden 17-year-old Jahonna Lipscomb’s horizons by exposing her to other cultures. WAC’s Global Leadership Certificate (GLC) program scholarship allowed Jahonna to visit Morocco.

The direct mail letter and emails series is from Executive Director Angélica Ocampo. The campaign materials communicate to donors that because global competency matters, the World Affairs Council of Pittsburgh needs support to continue to prepare young people to collaborate and compete in a society of global diversity.

This theme (including both the text and design) can be seen in all the World Affairs Council’s year-end materials, including the direct mail package, email series and web graphics.

QUANTITATIVE COMPARISON

The total funds raised this year for World Affairs Council ($14,220) is more than double the amount raised in 2015 ($6,827).

The average gift in 2016 was also higher than in 2015. The WAC direct mail letter performed extremely well with a response rate of 0.36% and raised $7,800, compared to the emails with an average response rate of 0.05% and $1,375 raised.

WAC’s total average email response rate was slightly higher in 2016 than the national average (0.05% vs. 0.04% nationally). Average email revenue per 1,000 emails delivered was much higher than the national average ($146.70 vs. $44 nationally), and average online gifts was also higher than the national average ($127 vs. $68).

QUALITATIVE FEEDBACK HIGHLIGHTS

The World Affairs Council supplied the Achieve design team with excellent images for the direct mail and emails. WAC was satisfied with the overall process and stories. Though the copy was not written from the perspective of the beneficiary, Jahonna, the direct mail letter and emails did effectively convey her experiences through direct quotes.

RECOMMENDATIONS FOR WORLD AFFAIRS COUNCIL

With WAC’s results and overall satisfaction with their 2016 year-end appeal, the Achieve team recommends replicating with a similar story in 2017 and beyond. As discussed with each cohort, the outlook for WAC after three years is very promising.
Further Recommendations for Cohort Organizations

In addition to specific recommendations made to each cohort organization throughout this report, the Achieve team has global recommendations for organizations to consider when planning and developing future appeals and fundraising campaigns.

**FOCUS ON ACQUISITION PROGRAMMING**

List validation (i.e., ensuring a low churn rate) is vital – but simply ensuring the accuracy of an existing database of donors isn’t enough. In 2017 and beyond, organizations should shift their focus to acquiring both mailing and email addresses of potential donors wherever possible (at events, in the community, through recommendations of constituents, on the website, in email communications, etc.) to grow their database for future appeals.

**MAINTAIN MESSAGING TONE**

The educational series taught cohort organizations best practices for crafting messaging to donors, and the Achieve team reiterated these practices through the year-end process with each organization. Future appeals should maintain the messaging tone used in 2016 appeals, with a direct voice from the beneficiary whenever possible, but with varied stories and angles to inspire donors and convey to them the organization’s impact on the community and its members.

**TEST ALTERNATIVE SUBJECT LINES**

For each email in the series, Achieve recommends segmenting audiences to test one or two alternative email subject lines to see what resonates best with audiences.

**PROVIDE MORE PERSONALIZED PIECES**

To increase giving, Achieve suggests organizations utilize a solicitation approach in 2017 and beyond that provides more personalization to mid and major donors. Such personalization could include letters from the CEO, key stakeholders or individual board members, a sequential campaign (including a personalized letter followed by a personal phone solicitation from a staff member or volunteer followed by an email reminder), emails sent individually from an organizational leader’s inbox instead of collectively through an email service provider, etc.

**ADJUST EMAIL SOLICITATIONS BASED ON 2016’S RESULTS**

Achieve strongly suggests the 2016 cohort organizations replicate the messaging/design best practices and the sequence of solicitations sent (direct mail package followed by three email solicitations and consistent web graphics) portions of the year-end appeal process in 2016 and beyond. Slight changes can be made to better reach specific audiences or meet strategies, such as segmentation or personalization to specific donors. In addition, Achieve suggests organizations consider the following tweaks when designing solicitation programs in 2017:

1. Create a sense of urgency – why give to your beneficiary, why now.
2. Based on the growing popularity of #GivingTuesday nationwide, consider scheduling December 1 emails in on this day in 2017 at a time other than 9 a.m. or 10 a.m. EST to stand out from other organizations – such as the very early hours (4-6 a.m. EST) or late afternoon (2-6 p.m. EST).
3. Distinguish email #2 more from the others to increase responses, such as sending it from another person within the organization, introducing a new story angle, etc.
4. Use more direct ask language in email #2, more like language in email #3 than the softer, more detailed storytelling in email #1.

5. When organizations are membership-driven, choose language for campaigns that creates a clear distinction between donations (to benefit the community) and membership dues (to benefit their family).

6. Ensure list cleanliness by making sure direct mail and email lists are up-to-date, remove emails from donors who already gave within a campaign until the Dec. 31st email, segment lists based on giving levels, etc.

7. To monitor how an organization’s email list is performing, make sure to monitor churn rate.

8. Culture of Individual Giving – create and implement a donor cultivation calendar segmented by donor level, create and implement a donor thank-you series automated over 3-4 emails and 2-3 months.

9. Use best practices for donor stewardship beyond direct mail and email campaigns such as personalized thank-you notes, periodic impact stories (“your dollars hard at work”), board calls to lapsed donors, etc.

DEVELOP A CULTURE OF GIVING ... AND HAVE PATIENCE

Fundraising is a marathon, not a sprint, and huge advances aren’t likely to be seen in the first year. Changes in fundraising messaging and educating donors take time to resonate. Done well, however, the work these cohorts did in this first year and continue to do over the next 12-24 months will lay the foundation for long-term success. The earlier nonprofits start integrating the above practices into their year-end appeals, the better their results are likely to be in the future.
Further Recommendations for the Velocity Pittsburgh Program

Based on feedback from 2016 and past cohort organizations and campaign results, Achieve has opted to evolve the program for 2017 as follows:

The Forbes Funds will serve as the fiscal host of the newly expanded Achieve Velocity Pittsburgh program under the leadership of Derrick Feldmann, President of Achieve, researcher, and author. Achieve will develop and deliver the revised components of instruction for the program.

This program will build talent throughout the region by focusing more on developing individual leaders within a nonprofit organization. Based on the individual’s current level of experience, the program will focus on knowledge attained and skills developed over time. Each level will provide a progression of learning and practice, deepening skills in fundraising, marketing and movement building that will continue to benefit the Pittsburgh area, no matter where the individual works in the future.

**LEVEL 1 (CORE) PROGRAMMING**

The level 1 targeted audience will be an individual with basic knowledge of fundraising and marketing, one to three years of experience, and who has attended introductory fundraising courses offered locally or nationally. It is expected that up to 80 participants annually will complete Level 1. Programming will be offered in three full-day sessions. These in-person trainings will be supplemented by two online discussions, offered between the sessions, to review case studies.

**LEVEL 2 (ADVANCED) PROGRAMMING**

The advanced programming is designed to support a professional who has already participated in the core level program offered by Achieve (or the Velocity Pittsburgh program offered in 2015 and 2016) and has multiple years of experience in the profession. The advanced program will be a cohort of up to 15 individuals. Programming will be provided five times over the course of the year. These in-person training sessions will be supplemented with networking and mentorship meetings between sessions.

By the end of 2017, Achieve will train a minimum of 80 leaders at Level 1 focused on core nonprofit fundraising knowledge, digital skill building, leadership efforts and movement building practices. Level 1 will provide more than 30 hours of instructional content.

By the end of 2017, Level 2 advanced participants will have experiential learning opportunities focused on in-depth fundraising knowledge, digital skill building, leadership efforts and social movement building practices. Level 2 will provide more than 30 hours of instructional content.

**Conclusion**

The Velocity Pittsburgh cohort was established to facilitate capacity building with Pittsburgh-area nonprofit organizations, with the goal of increasing effectiveness in fundraising and enhancing the skills and abilities of these nonprofits to create solicitations to drive donor interest. For all six organizations in the cohort, 2016 marked the first time they executed this new approach to fundraising. This year-end campaign is the first crucial move into a new format of asking for support. If the cohort organizations continue to build on the foundations put in place by Achieve in 2016, they should expect to see growth in funds raised over the next few years. As is shown throughout this report and via qualitative feedback from cohort organizations, Achieve deems the 2016 year-end program for these cohort organizations to be a success, both in terms of campaign results and client satisfaction.
APPENDIX A: CAMPAIGN RESULTS

Data provided by cohort organizations

GTECH STRATEGIES

2016 CAMPAIGN RESULTS

<table>
<thead>
<tr>
<th>Distribution</th>
<th># Total Gifts</th>
<th>Response Rate</th>
<th>Average Gift</th>
<th>Total Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Mail</td>
<td>1,484</td>
<td>14</td>
<td>0.94%</td>
<td>$167</td>
</tr>
<tr>
<td>Email 1 - Sent Dec. 6th</td>
<td>3,408</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Email 2 - Sent Dec. 20th</td>
<td>3,386</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Email 3 - Sent Dec. 31st</td>
<td>3,364</td>
<td>4</td>
<td>0.12%</td>
<td>$487.50</td>
</tr>
<tr>
<td>Grand Total</td>
<td>28</td>
<td>28</td>
<td>0.26%</td>
<td>$243</td>
</tr>
</tbody>
</table>

*Does not include match dollars ($13,624 with match). Because some data were not provided, there is a discrepancy among totals raised.

2015 CAMPAIGN RESULTS

GTECH raised a total of $15,678 from 47 donors in 2015

2016 CAMPAIGN RESULTS VS. NATIONAL AVERAGE

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Email Response Rate</td>
<td>0.12%</td>
<td>0.04%</td>
</tr>
<tr>
<td>Average Online Gift</td>
<td>$162.50</td>
<td>$68</td>
</tr>
<tr>
<td>Average Email Revenue per 1,000 Emails Delivered</td>
<td>$191.97</td>
<td>$44</td>
</tr>
</tbody>
</table>
2016 CAMPAIGN RESULTS

<table>
<thead>
<tr>
<th></th>
<th>Distribution</th>
<th># Total Gifts</th>
<th>Response Rate</th>
<th>New Donors</th>
<th>Average Gift</th>
<th>Total Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Mail</td>
<td>5,050</td>
<td>76</td>
<td>1.5%</td>
<td>0</td>
<td>$38.53</td>
<td>$10,528</td>
</tr>
<tr>
<td>Email 1 - Sent Dec. 5th</td>
<td>23,145</td>
<td>1</td>
<td>0.004%</td>
<td>0</td>
<td>$40</td>
<td>$40</td>
</tr>
<tr>
<td>Email 2 - Sent Dec. 19th</td>
<td>23,225</td>
<td>9</td>
<td>0.04%</td>
<td>5</td>
<td>$91.67</td>
<td>$825</td>
</tr>
<tr>
<td>Email 3 - Sent Dec. 31st</td>
<td>23,088</td>
<td>15</td>
<td>0.12%</td>
<td>2</td>
<td>$208</td>
<td>$3,120</td>
</tr>
<tr>
<td>Other online contributions associated with campaign</td>
<td>N/A</td>
<td>10</td>
<td>0.12%</td>
<td>N/A</td>
<td>$209</td>
<td>$2,090</td>
</tr>
<tr>
<td>Grand Total</td>
<td>111</td>
<td>04%</td>
<td>7</td>
<td></td>
<td>$149.58</td>
<td>$16,603</td>
</tr>
</tbody>
</table>

2015 CAMPAIGN RESULTS

In 2015, Heinz raised $16,986 from 133 donors.

2016 CAMPAIGN RESULTS VS. NATIONAL AVERAGE

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Email Response Rate</td>
<td>0.03%</td>
<td>0.04%</td>
</tr>
<tr>
<td>Average Online Gift</td>
<td>$113.22</td>
<td>$68</td>
</tr>
<tr>
<td>Average Email Revenue per 1,000 Emails Delivered</td>
<td>$57.37</td>
<td>$44</td>
</tr>
</tbody>
</table>
2016 CAMPAIGN RESULTS

<table>
<thead>
<tr>
<th>Distribution</th>
<th># Total Gifts</th>
<th>Response Rate</th>
<th>New Donors</th>
<th>Average Gift</th>
<th>Total Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Mail</td>
<td>1,785</td>
<td>83</td>
<td>4.6%</td>
<td>29</td>
<td>$204.27</td>
</tr>
<tr>
<td>Email 1 - Sent Dec. 5th</td>
<td>16,290</td>
<td>3</td>
<td>0.02%</td>
<td>0</td>
<td>$71.66</td>
</tr>
<tr>
<td>Email 2 - Sent Dec. 19th</td>
<td>16,271</td>
<td>6</td>
<td>0.03%</td>
<td>2</td>
<td>$235</td>
</tr>
<tr>
<td>Email 3 - Sent Dec. 31st</td>
<td>16,179</td>
<td>4</td>
<td>0.02%</td>
<td>1</td>
<td>$203.75</td>
</tr>
<tr>
<td>Grand Total</td>
<td>96</td>
<td></td>
<td>0.19%</td>
<td>32</td>
<td>$178.67</td>
</tr>
</tbody>
</table>

*Does not include match dollars ($38,800 with match).

2015 CAMPAIGN RESULTS

In 2015, the Pittsburgh Glass Center raised $8,370 from 49 donors.

2016 CAMPAIGN RESULTS VS. NATIONAL AVERAGE

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Email Response Rate</td>
<td>0.07%</td>
<td>0.04%</td>
</tr>
<tr>
<td>Average Online Gift</td>
<td>$170.14</td>
<td>$68</td>
</tr>
<tr>
<td>Average Email Revenue per 1,000 Emails Delivered</td>
<td>$50.16</td>
<td>$44</td>
</tr>
</tbody>
</table>
### 2016 Campaign Results

<table>
<thead>
<tr>
<th>Distribution</th>
<th>Total Gifts</th>
<th>Response Rate</th>
<th>New Donors</th>
<th>Existing Donors</th>
<th>Average Gift</th>
<th>Total Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Mail</td>
<td>36</td>
<td>8.4%</td>
<td>3</td>
<td>33</td>
<td>$196.94</td>
<td>$7,090</td>
</tr>
<tr>
<td>Email 1 - Sent Dec.7th</td>
<td>8</td>
<td>3%</td>
<td>1</td>
<td>7</td>
<td>$121.34</td>
<td>$970.71</td>
</tr>
<tr>
<td>Email 2 - Sent Dec. 20th</td>
<td>11</td>
<td>4.1%</td>
<td>5</td>
<td>6</td>
<td>$402.48</td>
<td>$4,427.33</td>
</tr>
<tr>
<td>Email 3 - Sent Dec. 31st</td>
<td>12</td>
<td>4.3%</td>
<td>10</td>
<td>2</td>
<td>$87.31</td>
<td>$1,047.75</td>
</tr>
<tr>
<td>Grand Total</td>
<td>67</td>
<td>5%</td>
<td>19</td>
<td>48</td>
<td>$202.02</td>
<td>$13,535.79</td>
</tr>
</tbody>
</table>

### 2016 Campaign Results vs. National Average

- **Average Email Response Rate**: 3.8% vs. 0.04%
- **Average Online Gift**: $203.71 vs. $68
- **Average Email Revenue per 1,000 Emails Delivered**: $7,918.66 vs. $44

### 2015 Campaign Results

*The Open Door raised $6,400 from 51 donors in 2015.*
### 2016 CAMPAIGN RESULTS

<table>
<thead>
<tr>
<th>Distribution</th>
<th># Total Gifts</th>
<th>Response Rate</th>
<th>New Donors</th>
<th>Average Gift</th>
<th>Total Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Mail</td>
<td>776</td>
<td>13</td>
<td>1</td>
<td>$933.46</td>
<td>$12,135</td>
</tr>
<tr>
<td>Email 1 - Sent Dec. 7th</td>
<td>1,797</td>
<td>3</td>
<td>1</td>
<td>$341.66</td>
<td>$1,025</td>
</tr>
<tr>
<td>Email 2 - Sent Dec. 20th</td>
<td>1,220</td>
<td>8</td>
<td>1</td>
<td>$112.50</td>
<td>$900</td>
</tr>
<tr>
<td>Email 3 - Sent Dec. 31st</td>
<td>1,928</td>
<td>7</td>
<td>0</td>
<td>$139.29</td>
<td>$975</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>31</strong></td>
<td><strong>0.715%</strong></td>
<td><strong>3</strong></td>
<td><strong>$381.73</strong></td>
<td><strong>$15,035</strong></td>
</tr>
</tbody>
</table>

### 2015 CAMPAIGN RESULTS

*Ursuline raised $16,720 from 63 donors in 2015.*

### 2016 CAMPAIGN RESULTS VS. NATIONAL AVERAGE

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Email Response Rate</td>
<td>0.39%</td>
<td>0.04%</td>
</tr>
<tr>
<td>Average Online Gift</td>
<td>$197.82</td>
<td>$68</td>
</tr>
<tr>
<td>Average Email Revenue per 1,000 Emails Delivered</td>
<td>$586.45</td>
<td>$44</td>
</tr>
</tbody>
</table>
**2016 CAMPAIGN RESULTS**

<table>
<thead>
<tr>
<th>Distribution</th>
<th># Total Gifts</th>
<th>Response Rate</th>
<th>New Donors</th>
<th>Average Gift</th>
<th>Total Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Mail</td>
<td>3,300</td>
<td>12</td>
<td>2</td>
<td>$650</td>
<td>$7,800</td>
</tr>
<tr>
<td>Email 1 - Sent Dec.7th</td>
<td>3,119</td>
<td>1</td>
<td>0</td>
<td>$50</td>
<td>$50</td>
</tr>
<tr>
<td>Email 2 - Sent Dec. 20th</td>
<td>3,127</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Email 3 - Sent Dec. 31st</td>
<td>3,127</td>
<td>4</td>
<td>3</td>
<td>$331</td>
<td>$1,325</td>
</tr>
<tr>
<td>Grand Total</td>
<td>28</td>
<td>0.13%</td>
<td>5</td>
<td>$257.75</td>
<td>$14,220*</td>
</tr>
</tbody>
</table>

*Does not include match dollars ($28,440 total). Because some data were not provided, there is a discrepancy among totals raised.

**2015 CAMPAIGN RESULTS**

In 2015, World Affairs Council raised $6,827.53 from 29 donors.

**2016 CAMPAIGN RESULTS VS. NATIONAL AVERAGE**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Email Response Rate</td>
<td>0.05%</td>
<td>0.04%</td>
</tr>
<tr>
<td>Average Online Gift</td>
<td>$127</td>
<td>$68</td>
</tr>
<tr>
<td>Average Email Revenue per 1,000 Emails Delivered</td>
<td>$146.70</td>
<td>$44</td>
</tr>
</tbody>
</table>
APPENDIX B: CREATIVE ASSETS

GTECH STRATEGIES

From parking lot to play space – You can help create places where kids like mine can play, learn and grow.

Dear [NEIGHBOR],

A few months ago, I couldn’t believe there’s an abandoned lot near my house. And yet, here it is, a vacant lot in the heart of our neighborhood.

This week, [NAME] and the Coalition for Affordable Housing and Community Development launched the GTECH Smart Streets program to revitalize our neighborhood. The program aims to turn vacant lots into safe,好玩的(

space to play, learn and grow. Our goal is to create a strong, vibrant community where everyone has access to quality outdoor spaces.

We’re excited to announce the launch of Phase One of the GTECH Smart Streets program. This phase includes the following initiatives:

- [GTECH] Smart Streets program will provide resources and support to local residents to help turn vacant lots into functional, safe play spaces.
- [GTECH] Smart Streets program will also work with local artists and community groups to develop creative and engaging features for the new play spaces.
- [GTECH] Smart Streets program will provide training and resources to help community members create and maintain the new play spaces.

These initiatives will help create a safer, more vibrant neighborhood for all. Join us in making this vision a reality.

Please consider making a donation to support the GTECH Smart Streets program. Every dollar counts and will make a difference in our community.

[NAME]

GTECH STRATEGIES
Help children find themselves in our history.

GIVE TODAY.

Mary and Frank Chipich’s granddaughter tagged at their hands inside the Heinz History Center, impatient to introduce them to her favorite things in the Mister Rogers’ Neighborhood exhibit. So when Grandma and Grandpa walked right up to the Great Oak Tree and said, “Hello, Henrietta Frump,” the 4-year-old’s eyes shone with delight and delight.

This kind of connection is why the Chipiches support the Heinz History Center.

“Of course, we knew Mister Rogers, and we were able to tell her about watching him for years,” Eileen said. “So many of the exhibits are about things we ourselves have experienced, so we can make a personal connection with our granddaughters.”

They are able to see history through each other’s eyes, made possible by supporters like you.

The Chipich family was the History Center to create new connections and discoveries, too. They bring their granddaughters to the monthly History program, where children ages 2 to 5 do an activity related to a period in Western Pennsylvania’s history. Spending this time together—especially inside the History Center, surrounded by their story—is meaningful to the couple.

“It’s both making sure we have a connection with our grandchildren and giving them a connection to the region where they live,” Eileen said. “All the members of the Chipich family agree that the History Center has something for everyone.”

Make sure our history is in our future.

Donate online at contribute.heinzhistory.org

HELP US CREATE PERSONAL CONNECTIONS FOR CHILDREN IN OUR HISTORY.

YOUR DONATION MAKES A BIG DIFFERENCE

$10

Supports educational programs for families.

$20

Supports families at risk for educational programs.

$50

Supports programs for visiting classrooms.

Help children find themselves in our history.

Your gift will help the Heinz History Center create connections to our past and to each other.

DONATE

GIVE $100

Make meaningful connections every day at the Heinz History Center.

It’s easy to find common ground at the Heinz History Center.

Your gift will help the Heinz History Center create connections to our past and to each other.

DONATE

GIVE NOW

VELOCITY 2016 | 21

HEINZ HISTORY CENTER
PITTSBURGH GLASS CENTER

YOU CAN LIGHT THE FLAME OF PASSION FOR ARTISTS OF TOMORROW.

GIVE TODAY.

Donate online at
pittsburghglasscenter.org

GLASS ART. THE WAY. WE MAKE IT. 501(c)(3) nonprofit. We support those who make it.

VELOCITY 2016 | 22

PITTSBURGH GLASS CENTER

To your friends and family:

You can support artists and programs at the Pittsburgh Glass Center by making a one-time or monthly donation online at pittsburghglasscenter.org.

YES, I BELIEVE IN ARTISTS LIKE EMMA AND THEIR PASSION.

DONATE TODAY

GRACEFULLY,

Emma Huelskamp

For Emma and the Center, Pittsburgh Glass Center, Pittsburgh, PA 15219

YOUR DONATION MAKES A BIG DIFFERENCE

$50

$115

$200

$500

Every matching young artist needs a chance to succeed. Support the next generation.

DONATE TODAY

People like you light the flame of passion in artists like me.

I'M GRATEFUL FOR PEOPLE LIKE YOU, WHO DON'T GIVE UP ON DREAMS.

EMMA

Without you, an artist may never realize his or her purpose.

GRATEFULLY,

Emma Huelskamp

Emma Huelskamp

emma@pittsburghglasscenter.org

PITTSBURGH GLASS CENTER

Pittsburgh, PA 15219

(412) 321-4433

pittsburghglasscenter.org
**The Open Door, Inc.**

For those with nowhere else to turn, make sure there’s The Open Door.

Dear [Name],

When Michael arrived at The Open Door, it had been too long since someone had looked at him without judgment. He was homeless. He had Hepatitis C. He was HIV positive and using drugs. He owned just the clothes on his back.

Michael needed help. Thanks to people like you, The Open Door was able to give him a second chance.

Michael’s journey began when his mother was diagnosed with stage-four cancer. She spent her last years fighting through treatments and hospices in Pittsburgh. A stranger airported and the bills piled up. Michael’s life was turned upside down.

Michael sought help at The Open Door. He bought drugs instead of paying rent. He contacted HIV and Hepatitis C. He was homeless and hungry. He was last seen on the streets.

When people first arrive, they often are in a state of shock. They are lonely, hungry, and hopeless. They are in pain. They are not in a place to make good decisions.

A former resident lived at The Open Door, and the staff welcomed him with open arms. A staff member took him in as his own and taught him how to live on his own. He learned to take care of himself. He learned to live on his own.

Michael’s treatment involved a progression from detoxification to rehabilitation. He was finally able to become independent and successful.

Michael is now a mentor to people like you, helping to turn their lives around.

The Open Door has become a beacon of hope for people like Michael. With support from people like you, we can continue to offer services to people in need.

For those with nowhere else to turn, make sure there’s The Open Door.

Help make Pittsburgh stronger, more caring community.

Donate online at opendirthousing.org/donate
URSULINE SUPPORT SERVICES

Help your most vulnerable neighbors find a friend they can trust.

GIVE TODAY.

Dear [Name],

[Helena's mother was 92 and she moved in with Helena for the last 15 years of her life.]

Through Helen's illness, Helena's mother was able to live into her 92 years of age. She was Helena's guardian and provided her with the care she needed. She was a wonderful woman who loved her family very much.

We've been taking care of her for the last five years, and during that time, Helena has been caring for her. She is a very kind and helpful person who always has a smile on her face.

Now, with the arrival of the new year, we are looking for ways to improve the quality of life for both Helena and her mother. We need your help to do this.

Together, we can be a trusted friend to our most vulnerable neighbors.

$25
Contribute to helping to provide food and clothing

$50
Contribute to helping to provide medical support

$100
Contribute to helping to provide transportation

Donate online at ursulinesupportservices.org/donate

You can help provide trusted friends to older people in low-income neighborhoods in our community.

You can help Ursuline be the trusted friend so many older, low-income people need.

For some, it's the least wonderful time of the year.

[Helena's mother was 92 and she moved in with Helena for the last 15 years of her life.]

We've been taking care of her for the last five years, and during that time, Helena has been caring for her. She is a very kind and helpful person who always has a smile on her face.

Now, with the arrival of the new year, we are looking for ways to improve the quality of life for both Helena and her mother. We need your help to do this.

Together, we can be a trusted friend to our most vulnerable neighbors.

$25
Contribute to helping to provide food and clothing

$50
Contribute to helping to provide medical support

$100
Contribute to helping to provide transportation

Donate online at ursulinesupportservices.org/donate

Ursuline Support Services
717 Main Street
Pittsburgh, PA 15203

You can help provide trusted friends to older people in low-income neighborhoods in our community.

You can help Ursuline be the trusted friend so many older, low-income people need.

For some, it's the least wonderful time of the year.
The Benter Foundation presents

VELOCITY
ACCELERATING FUNDRAISING FOR YOUR NONPROFIT

a program of Achieve